

CIVILIAN RESPONSE

January 2008 Issue No. 2

Message from the Coordinator



The theme of this month's Civilian Response newsletter is partnership. S/CRS's success depends primarily on our ability to engage with partners, including other U.S. Government agencies, Congress, non-governmental organizations, and foreign governments and international organizations. Over the past several weeks, we have accelerated our efforts to strengthen existing partnerships and forge new ones

On the international front, I joined my British and Canadian counterparts in New York to brief United Nations officials and diplomats on our efforts to build civilian crisis management capacity, and I traveled to Australia and New Zealand to discuss areas for possible future cooperation with those countries. On my way home from the latter trip, I stopped in Los Angeles and spoke with the Chief of the LAPD, William Bratton, about the contributions American police officers can make in restoring the rule of law to countries recovering from conflict.

Among our many partnerships, none is more important than our relationship with the U.S. Agency for International Development. We work closely with USAID officials here in Washington and in all of our field deployments – including our efforts to help bring peace and stability to Sudan and Afghanistan. It was therefore especially painful to learn of the murders of USAID Foreign Service officer John Granville and his Sudanese driver, Abdelrahman Abbas Rahama, in Khartoum on New Year's Day, and USAID contractor Thor Hesla in Kabul on January 14. Their service and sacrifice exemplify the valuable contributions made by U.S. civilians and our host-country FSNs and third-country partners throughout the world. This edition of *Civilian Response* is dedicated to their memory.

-John E. Herbst

Table of Contents

Message from the Coordinator	2
The Active Response Corps (ARC): Diplomatic First Responders	3
"Soley Leve!": New Initiative Helps Haiti's Cité Soleil	4
U.K. and Canada Join U.S. in Outreach at the United Nations	6
Conflict Prevention and Planning Draws Interagency Interest and Support	6
Yemen 1207: Countering Terrorism	7
Supporting Marine Corps Readiness	8
Training with the Army: Operation "Certain Trust"	9
S/CRS Profile: Colonel William 'Fitz' Lee	. 10

Newsletter Staff

John Winant Editor-In-Chief Melanie Anderton Public Affairs Jeannine Ajello Design Specialist James Stansell
Content & I.T. Coordination

Sharon Grey Content Development

Electronic Edition

Civilian Response is available electronically at:

Internet: www.crs.state.gov

Department of State Publication 11476

Office of the Secretary

Published January 2008



The Active Response Corps (ARC): Diplomatic First Responders

State Department personnel who deploy overseas have never lacked for adventure. Long before Iraq and Afghanistan, we have had officers (and many family members) residing in war zones, working among refugee populations, or enduring tough climates, isolation and disease. Of course, we'll get no sympathy from our USAID colleagues, who disproportionately deploy to countries beset with poverty and conflict.

Recent experience in Iraq and Afghanistan has given us the largest number of war zone veterans since hundreds of FSOs were sent to Vietnam in the 1970's. These assignments have honed new skills, but also demonstrated the need for a new corps of rapid deployers: individuals who are well-schooled in the art of diplomacy; who can work hand-in-glove with the host nation and a broad range of U.S. and international actors, both civilian and military, in support of U.S. policy; and who can get to the scene quickly, trained and equipped to make an impact in the so-called "golden hour" when effective stabilization efforts can make the difference between sustainable peace and a return to conflict.

To this end, in 2005 the Office of the Coordinator for Reconstruction and Stabilization was called upon to establish an Active Response Corps. The ARC, as it is known, is the Department of State's "first responder" force for special diplomatic operations in conflict-affected states. The ARC is the first of three elements of the U.S. "civilian surge force" that also includes the Standby Response Corps and, in the future, a Civilian Reserve Corps. (For more information on the SRC and CRC, see the article "Building Civilian Capacity for Reconstruction and Stabilization" in last month's issue of Civilian Response.)

As of early 2008, we have 11 ARC members on the team - tenured State Foreign Service and Civil Service officers assigned full time to S/CRS - who have been kitted out with the proper gear and core skills to deploy quickly to global hotspots. ARC members may be asked to set up and run "front-line" diplomatic facilities and report on developments in unstable environments; provide coordination to implement U.S. Government stabilization and reconstruction plans; assist Chiefs of Mission in managing issues

that cross agency lines, especially between Embassies and U.S. or international military units; and provide "reach-back" to resources and expertise in Washington.

The ARC is already making a difference. In the past two years, ARC members have helped with U.S. citizen evacuation and reconstruction assistance after the ceasefire in Beirut in 2006; engaged local leaders to support and sustain the Darfur Peace Agreement; helped monitor the refugee situation in Eastern Chad; participated in conflict assessments in Nepal; and monitored U.S. assistance efforts in the Haitian capital Port-au-Prince. Recently,



Members of the African Union Peacekeeping Mission (AMIS) and an ARC Officer meet with Justice and Equality Movement (JEM) rebels in the Jebel Moon region of West Darfur

ARC members took part in a U.S. Army review of Provincial Reconstruction Team (PRT) operations in Iraq and contributed to an S/CRS provincial planning process for PRTs in Afghanistan. Two ARC members have been supporting U.S. security sector reform initiatives in Liberia, one from Embassy Monrovia and the other in Washington. One ARC member is deployed to AFRICOM Headquarters as part of State's broad efforts to ensure close coordination with the Pentagon's newest geographic combatant command, and another is now posted to SOUTHCOM to support a major interagency exercise that will test new approaches to civilmilitary coordination in conflict areas.



ARC members are highly skilled and experienced. Among them, the eleven current members have almost nine years of experience in Iraq, and over 20 years of military service. Almost half of the ARC has field experience in development, serving either with USAID or NGOs. And of course they have plenty of diplomatic experience, particularly in conflict zones: with service in diplomatic missions in Rwanda, Ethiopia, Afghanistan, Liberia, Lebanon, Bosnia and Colombia. ARC members are mobile and largely self-supporting. The ARC is a ready home for those who thrive on the cutting edge of transformational diplomacy.

We expect to expand the ARC in 2008, with an eventual goal of 250 officers. These new ARC positions will be distributed across the federal government – not just at State, but also in USAID and other departments and agencies with roles in post-conflict reconstruction and stabilization (e.g., Justice, Commerce, and Agriculture). In short, the ARC (along with its sister "civilian surge" component the Standby Response Corps) is evolving as a powerful new tool for U.S. policymakers working to address threats to international peace and security.

"Soley Leve!": New Initiative Helps Haiti's Cité Soleil

By Mark Asquino, Principal Deputy Coordinator

Cité Soleil, Port-au-Prince's impoverished inner city slum, is on its way back from gang-control and lawlessness. It's been a long time in coming. Avoided by the majority of the capital's residents, Cité Soleil had become the center of crime and violence. For many, it was also an international symbol of hopelessness.

Cité Soleil is located near Port-au-Prince's airport, seaport and industrial zones. It sits astride the major north-south road routes. Once dominated by powerful gangs engaged in lucrative kidnapping and other criminal activity, Cité Soleil for years lacked a police or any other national government presence. It took the political resolve of the Préval government and joint anti-criminal gang operations carried out by the United Nations Stabilization Mission in Haiti (MINUSTAH) and the Haitian National Police (HNP) in February to arrest the entrenched gang leaders and expel their followers.

Since then, MINUSTAH has established a permanent security presence within Cité Soleil.



School in Cité Soleil rehabilitated using HSI funding

These efforts opened a window of opportunity for the U.S. Government's interagency Haiti Stabilization Initiative (HSI), working in partnership with Haiti's national and Cité Soleil's local administrations, to restore stability and begin the reconstruction of this key community. HSI is a Department of Defense funded initiative. It was made possible through Congressional authorization of funding transfers from Defense to the State Department, as provided in Section 1207 of the 2006 Defense Authorization Act, for the purpose of restoring or maintaining peace in a given country. Working together with USAID, State's Bureau of International Narcotics and Law Enforcement (INL) and other members of the interagency, the Office of the Coordinator for Reconstruction and Stabilization (S/CRS) designed an innovative \$20 million initiative that combines security, economic development, rule of law and community outreach in focused, short term projects in Cité Soleil. HSI was conceived as the "pointy end of the carrot" to work in tandem with MINUSTAH's "pointy end of the stick" by blanketing Cité Soleil with an initial layer of intense assistance as a means to stabilize the area enough for regular development assistance and local governance to enter and take hold in a meaningful way.

Projects being implemented in Cité Soleil include USAID's 147 small labor-intensive community-selected projects (mostly drainage and paving in the river delta flood zone that makes up Cité Soleil). INL



is working to rebuild or build police stations and will be equipping community oriented police units. Finally, the U.S. Army Corps of Engineers and U.S. Joint Forces Command are supporting an assessment effort to Measure Progress in Conflict Environments (MPICE) to establish a baseline and track changes over time as the HSI project rolls out. They are also developing a comprehensive database of all projects currently underway in or pledged for Cité Soleil, from all donors and the government.

On the ground in Haiti, HSI is coordinated by an office led by two State Department Foreign Service officers assigned to Embassy Portau-Prince through Secretary Rice's Global Repositioning Initiative. HSI has the enthusiastic support of the U.S. Ambassador to Haiti, Janet Sanderson, who inaugurated the project in May. Under her leadership, USAID, INL, and the Public Diplomacy, Regional Security and other sections of the Embassy are working together to devise whole-of-government approaches to what ordinarily might have been separate work streams. In Washington, USAID's Bureau for Latin American and Caribbean Affairs (LAC) along with State's INL Bureau and Bureau of Western Hemisphere Affairs (WHA) continue to provide invaluable support for HSI.

The results of these combined efforts are encouraging. Since my first visit to Cité Soleil in May 2007, the overall security situation there has markedly improved. What were largely empty streets are now bustling with people buying and selling goods. USAID contractors, using HSI funding, have rebuilt roads and rehabilitated a school that was destroyed in fighting between gang members and MINUSTAH. Cité Soleil's first tribunal has opened, staffed by judges and staff who are addressing civil and criminal complaints. A new market place is near completion. Plans are well advanced to rebuild and staff police stations. Most importantly, people who had fled Cité Soleil are moving back, encouraged by the improved conditions there. Recently, a Florida-based non-profit organization took the initiative to build new houses along a stretch of road rehabilitated under HSI and adjacent to an HSI-funded market place.

While change is underway, many challenges remain. The problems facing Haiti are daunting, and there are other hotspots outside of Cité Soleil that still have high levels of crime and violence. HSI is just one initiative. USAID, INL and others continue to provide urgently needed, long-term assistance throughout the country to address Haiti's chronic problems. The United States remains Haiti's largest bilateral donor, with assistance totaling over \$600 million since 2004. During 2007, our assistance will reach approximately \$200 million. Our programs in Haiti focus on governance and the rule of law, elections, security, economic growth, and critical humanitarian and health needs. New "HOPE" Act trade preferences passed by Congress last year have created high expectations in Haiti and can help re-establish Haiti's once-flourishing export textile industry, which depended on Cité Soleil for its work force. One feels new energy and a spirit of economic and political synergy in Haiti. Even long time Haiti hands are guardedly optimistic when you talk to them about the country's future.



Principal Deputy Coordinator Mark L. Asquino with children from Cité Soleil

Above is a picture of me standing in Cité Soleil surrounded by small children. It was taken back in May during my first visit to Haiti. The kids are staring up at me -- their little faces brimming with hope.



Every time I look at the photo, I think to myself: "This is what our work is really all about -- the future of kids like these and others throughout the world's troubled places. If HSI is successful, it will help give kids in Cité Soleil a chance at having a life." We spend lots of time at S/CRS discussing every conceivable aspect and permutation of stabilization and reconstruction. But for me, that one picture says it all.

United Kingdom and Canada Join U.S. in Outreach Effort at the United Nations

The leaders of the United Kingdom's Post-Conflict Reconstruction Unit (PCRU) and Canada's Stabilisation and Reconstruction Task Force (START) joined S/CRS Coordinator, Ambassador John Herbst, at the United Nations on November 2 for a first-of-its-kind trilateral diplomatic outreach effort. PCRU's director Richard Teuten, START's recently appointed chief Robert Derouin, and Amb. Herbst traveled to New York to brief senior UN officials and Permanent Representatives on their organizations' global peacebuilding efforts and to underscore the importance of building global stabilization and reconstruction capacity. The three organizations share similar responsibilities for coordinating their nations' stabilization and reconstruction activities and, by virtue of these common goals, enjoy a mutually beneficial collaborative relationship.

Presentations for senior UN policy-makers at a U.S.-hosted luncheon prompted discussion of how civil-military stabilization efforts and reconstruction programs could work with the UN system to promote stability in fragile post-conflict countries. Attendees included representatives of the UN's Peacebuilding Commission, Peacebuilding Support Office, Development Program, Department of Peacekeeping Operations, General Assembly, and Office for the Coordination of Humanitarian Affairs, plus the International Monetary Fund and several member countries that dedicate significant resources to UN peacebuilding efforts. Participants raised questions about how the UN might best embrace a multistakeholder, comprehensive approach to peacebuilding.

Later, at a well attended open briefing also at UN Headquarters, the three stabilization and reconstruction leaders offered their respective organization perspectives on the challenges and the opportunities for international collaboration. All noted the urgency of promoting international coherence in peacebuilding operations, the importance of training and capacity development, and the need to increase collaboration with the UN and regional organizations. Ambassador Herbst drew special attention to the need to build civilian capacity, particularly for missions requiring assistance with the restoration of rule of law, including judicial and law enforcement mechanisms. He estimated that 70% of future civilian stabilization and reconstruction assistance will be dedicated to this set of issues.

Prior to their trilateral briefings at the UN, Amb. Herbst and Messrs. Teuten and Derouin participated in a roundtable discussion in Washington hosted by the Brookings Institution. They exchanged views with attendees from across the U.S. Government and non-governmental organizations on the challenges of building global civilian capacity in stabilization and reconstruction.

Conflict Prevention Planning Experiment Draws Interagency Interest and Support

On November 14, 2007, the S/CRS Conflict Prevention team and colleagues from U.S. Joint Forces Command (JFCOM) led an interagency team in conducting the second Unified Action Limited Objective Experiment (UA LOE #2). Unified Action is a JFCOM-sponsored experiment dedicated to improving U.S. capacity to assist weak and failing states. It is also the first JFCOM-sponsored experiment to be led by civilians, highlighting the importance the Department of Defense gives to strengthening civilian-military cooperation in this field.

The aim of the UA experiments is to develop, test and refine methods and processes to enhance the implementation of National Security Presidential Directive 44 (NSPD-44), which assigns to the State Department the responsibility for coordinating the U.S. Government's civilian interagency approaches to stabilization and reconstruction operations.

UA LOE #1, also led by S/CRS, tested the ability of a conflict assessment methodology to assist the interagency in reaching a shared understanding of the dynamics driving and mitigating the conflict in the case study. In LOE #2, members of the interagency



team applied the results of LOE #1 to a draft Conflict Prevention Planning (CPP) approach and experimented with means by which the U.S. Government could plan for and fund conflict prevention activities. The experiment used an actual country as the subject of the case study, but testing the proposed methodology to conflict prevention required a much greater focus on process issues than the details of the scenario.

More than 70 members of the interagency were present at the event, including representatives from the Departments of State, Defense, Homeland Security, and Agriculture, as well as the U.S. Agency for International Development. Thanks to this broad participation, a number of ideas were generated on how to improve the U.S. Government's approach to conflict prevention. As a group, attendees strongly supported the concept of greater coordination to create a unified conflict prevention strategy for weak and failing states, a key goal of S/CRS.

S/CRS Conflict Prevention specialist, Dr. Cynthia Irmer, noted that, "members of the interagency were excited to discuss strategic-level conflict prevention planning and potential means for engaging existing planning processes in funding it."

Overall feedback regarding the event was positive, although conflict prevention remains an area where there is a great diversity of views about what approach the U.S. Government should take. The next steps in the Unified Action series are UA LOE #3 and LOE #4. These are scheduled to occur in 2008 and will move from conflict prevention to conflict response issues, specifically testing the Interagency Management System that was approved last year as the mechanism for U.S. whole-of-government coordination in this area.

Yemen 1207: Countering Terrorism

Last month's S/CRS newsletter featured an article on Section 1207 of the National Defense Authorization Act of 2006, which authorized the Defense Department to transfer up to \$100 million to the Department of State in 2006 and 2007 to provide for civilian assistance in reconstruction, security or stabilization operations. The goal of this legislation is to provide funding for activities that would not otherwise receive support, with a specific focus on keeping U.S. military boots off the ground. In Fiscal Year 2007, S/CRS worked with the Department of Defense and our colleagues in State and USAID to identify over \$99 million in Section 1207 funds for seven different projects.

Yemen was one of the countries identified to receive "1207" funding in 2007. Although Yemen's leadership was democratically re-elected in September 2006, the government continues to struggle with internal unrest: a tribal rebellion in the north, significant antiregime sentiment in the south, and widespread economic malaise. In addition, Yemen has some of the worst socio-economic indicators in the Arab world, with alarmingly high birth rates, illiteracy, and unemployment. Endemic corruption and an inability to exert authority over broad areas of Yemen controlled by tribal sheikhs further erode confidence in the central government. environment makes Yemen ripe for the spread of extremism, particularly among its burgeoning youth population - which often lacks opportunities for education and legitimate employment and is therefore receptive to extremist messages.



Map of Yemen

Because a primary focus of Section 1207 is to promote U.S. national security, Yemen was a prime candidate to receive funding. While the U.S. government is already working on several counter-terrorism



projects in Yemen, the "1207" funding will allow for a more integrated, whole-of-government approach to conflict prevention. In fact, the project proposal was designed by an interagency team, including representatives of the Department of Defense, the Department of State, and USAID. Their efforts were so successful that Yemen has been cited as a model for other countries interested in improving their interagency coordination processes.

The goal of the "1207" projects in Yemen will be to improve basic social services among vulnerable youth, increase youth employment opportunities, and increase youth involvement in participatory processes. Some of the activities will involve integrating information technology training into school curricula and funding computer labs. In addition, vocational training will be provided to youth to increase workforce opportunities and current healthcare facilities will be renovated and expanded for under-served areas.

By working to improve education, healthcare, and economic opportunities, the U.S. will support Yemen in its efforts to improve security and stability in a strategically important part of the globe.

Supporting Marine Corps Readiness By Beverli DeWalt

Since joining the Active Response Corps in September, I have participated in three military training exercises, each offering an opportunity to share with colleagues from other agencies how the Department of State approaches and assesses challenges in states or areas in conflict.

My most recent experience, to help develop a new training exercise scenario for the Marines, was the perfect opportunity to collaborate and shape future coordinated U.S. conflict response. The Marine Corps Tactics and Operations Group (MCTOG) is working hard to integrate the interagency and is leading the development of this exercise. Their mission is to provide advanced training in Marine Air Ground Task Force (MAGTF) Operations, Combined Arms Training and Unit Readiness Planning at the Battalion and Regiment levels, and synchronize doctrine and training standards in order to enhance combat preparation and performance of ground combat element units in MAGTF operations. They endeavor to do this through integration of emerging concepts, best practices, and evolving threats into a dynamic operations and tactics training program in increasingly fluid environments. At their request, I joined members of their command, DoD Civilians and a USAID representative in Coronado, California to create a realistic scenario that would help us - and future trainees - improve the unity of effort among U.S. players working on reconstruction and stabilization (R&S).



Active Response Corps Officer Beverli Dewalt (right) and Army colleagues meeting with cultural role players during Operation "Certain Trust"

Early on in the week, we struggled with the "Road to War": the scenario that drives the entire exercise. Several of the civilians who were participating initially saw that the scenario had unrealistic assumptions about political and development prospects in another country. Our feedback affirmed for us all the utility of bringing multiple agencies into the planning and training cycles for R&S operations. The civilians also felt that the R&S portion of the



exercise wasn't sufficiently integrated into the overall plan as originally drafted. The Marines were very open to our suggestions as we worked jointly to impart more realism into the war game. We helped our military colleagues realize how tactical actions on the battlefield play into strategic policy calculations, and vice versa. Such lessons, combined with "real world" lessons from current civilmilitary operations in Iraq and Afghanistan, are valuable for future R&S operators, especially diplomats who may not have had much occasion to work directly with the military.

Our discussions and gaming efforts in Coronado touched on a broad range of issues from intelligence requirements to shaping the "Commander's intent" for the operation, to planning logistics. Additionally, as the exercise unfolded, we revised the scenario again to ensure that stability and reconstruction activities ran concurrently with combat and other political initiatives, rather than merely being appended to the post-conflict phase of operations. By giving us the chance to operate outside the normal strictures of single-agency constructs, we managed to create a whole-of-government plan that allowed students to understand how their actions related to overarching U.S. policy goals and helped us test the new Interagency Management System (IMS) for post-conflict operations.

Every student who participates in this Marines Corps exercise -- or others they conduct every quarter -- will gain practical experience in working within a whole-of-government plan and glean valuable insights they may apply to future conflicts where the U.S. sees a need to respond. This exercise was just one of many that S/CRS has supported in order to improve effectiveness in both the interagency and civil-military cooperation.

Training with the Army: Operation "Certain Trust"

A total of eight Department of State (DOS) personnel participated in Operation "Certain Trust," which was conducted at Camp Mackall in North Carolina, from October 20 to 27. The participants included Beverli Dewalt and Greg Gerou of S/CRS' Active Response Corps (ARC); Paul Kreutzer, Gottlieb Duwan, Jason Bruner and Thomas Parrillo of the Standby Response Corps (SRC); S/CRS IT Specialist Dwaylon Richmond; and the director of S/CRS' Resource

Management Office, Wilna Ray. Overall, the event imparted valuable civil-military training lessons to all sides.



ARC member Charlie Wintermeyer served with this team of US Army (and one Romanian Army) Civil Affairs Officers during Operation "Certain Trust" in 2006

"Certain Trust" is a Field Training Exercise (FTX) and the capstone event for the U.S. Army Civil Affairs Qualification Course (CAQC). CAQC is a nine week course that prepares Civil Affairs officers and non-commissioned officers to execute Civil Military Operations (CMO) and Civil Affairs (CA) missions. Each member of the State Department group was embedded in a Civil Affairs Team (CAT). The CATs consisted of 6 – 8 students ranging in rank from Sergeant to Lieutenant Colonel. International military officers from Germany, Jordan, Mongolia, France, Moldova and Taiwan participated as well.

Certain Trust has two phases: a tactical portion that occurs during the initial 36 hours of the exercise, and a field exercise that takes place over three days. Both phases are conducted within the fictional country of Pineland: a post-conflict setting where CA students must deal with issues arising between various factions vying for local or regional power. Cultural role players portray representatives of different ethnic and political groups. officials and other role players from surrounding counties present challenges and opportunities for CATs to address concerns, conflicts and problems affecting the local populace.

The tactical portion occurred within Camp Mackall. CATs moved by foot, covering 25-30 kilometers over 24-36 hours, executing CMO missions. Missions included negotiating with local militia for access to bridges, assisting refugee groups, and investigating poisoned



water sources. The DOS embeds provided strategic context to the CATs, ensuring they supported the U.S. strategic plan for stabilizing Pineland. All DOS participants took part in the tactical portion – marching through the woods and encountering role-playing scenarios through night and day, while sometimes coming under "hostile fire." Every march ended – when the participants were most exhausted – in a simulated village block where teams rotated through high-pressure meetings with a shady mayor, an aggressive police chief, a grieving mother, and other role players. The Army Training Cadre was very impressed with DOS participants' negotiating contributions during this phase.



Active Response Corps Officer Beverli J. DeWalt with Civil Affairs Officers speaking with "locals" on location in "Pineland"

The Field Exercise Portion took place across five counties surrounding Camp Mackall. Each CAT had an area of operation requiring assessment of local infrastructure, site surveys for displaced persons camps, and economic viability of local businesses. The DOS members used specific skills to enable the CATs to accomplish their missions and address the strategic goal of the exercise, which was "a stable Republic of Pineland with increased participation in legitimate governance and increased equality of access to economic opportunity." At the end of the exercise, a surprise highlight was a sumptuous Middle Eastern buffet graciously prepared by the dedicated Arab-American role players, who only

hours before had been engaged in tough negotiations with the CAT team members.

State Department participants learned crucial lessons about operating in a military stabilization environment. First, Army Reserve Civil Affairs Teams are composed of knowledgeable, dedicated professionals whose military and civilian life experience provide added value to stabilization and reconstruction operations. Second, DOS civilians truly can add value to a military team by bringing into focus the overarching U.S. Government strategy for reconstruction and applying their skills as negotiators, policy advisors, and cultural and language specialists. Third, the military environment is a mobile, self-sustained package of logistical, transportation, supply, and security resources vital to operating in an unstable situation. Finally, "being there" is important: it is crucial that civilians work alongside the military in a transitional, post-conflict, or stabilization environment, demonstrating not only non-military functional skills but also the whole-of-government partnership that such operations require.

This is the second time the State Department has participated in Operation "Certain Trust." The CAQC is held four times per year. All bureaus within the State Department and other U.S. Government agencies are encouraged to participate. Contact S/CRS Standby Response - Paul Kreutzer (src@state.gov) for further details.

S/CRS Profile: Colonel William 'Fitz' Lee

When the State Department's Office of the Coordinator for Reconstruction and Stabilization (S/CRS) was established in July 2004, one of its first official acts was to request a four-person detail, including a Senior Military Advisor, from the Department of Defense (DoD) to serve in the new interagency office. DoD responded by sending one of its best officers to serve on a 90-day trial basis as the Military Advisor and to recommend how DoD could support S/CRS in the long run.

It is now January 2008, and U.S. Army Colonel William "Fitz" Lee, the officer tapped for this assignment in October 2004, describes his status as being "in the thirty-ninth month of a ninety-day detail."



Today he is one of four DOD detailees in S/CRS, and is one of the few "old-timers" left in the office.

As a career military officer with over 27 years of service, COL Lee has seen his share of action, which gives him the perspective to provide sound advice as to how to "operationalize" the civilian side of U.S. Government reconstruction and stabilization efforts. He has served in a variety of command and staff positions, both in U.S.-based units and overseas, including



COL Fitz Lee

in Operations Just Cause and Desert Storm, as well as in Kosovo and East Africa.

With his breadth of experience, COL Lee has been an invaluable resource to S/CRS as it pursues its mission to establish an organizational framework to integrate and coordinate all civilian U.S. Government efforts to assist states threatened by or emerging from conflict, and to harmonize these efforts with military plans and activities. Given COL Lee's extensive experience in planning, logistics and organizational leadership, the development of the Interagency Management System for Reconstruction and Stabilization (IMS) has been a natural focal point for the advice he provides to S/CRS.

Col Lee sees the lack of mechanisms to create unity of effort as the biggest obstacle faced by the U.S. Government in its efforts to improve the conduct of reconstruction and stabilization (R&S) activities. According to COL Lee, "we need to be capable of achieving true unity of effort among civilian agencies with R&S capabilities, in a way that can be synchronized with the military, to ensure that we effectively concentrate all elements of national power on the right issues in a country that needs our help."

Overall, COL Lee feels that his experience at S/CRS has served to help bridge the gap between the military and civilian parts of the government. He says that one of the hardest parts of his job is to foster effective communication between the Pentagon and Department of State despite the substantial differences in language and organizational culture between the two departments. He points to a quote from Machiavelli's "The Prince," which has become a sort

of informal motto around S/CRS, that "there is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage, than the creation of a new system."

COL Lee will likely conclude his "90-day" assignment to S/CRS this summer, but his imprint will remain on this organization he helped to establish. He has been an invaluable resource, and will go down in the annals of S/CRS history as a guiding force in the development of a new operational and expeditionary capability within the Department of State.

Featured on the cover: S/CRS Senior Planning Officer and Haiti Team Lead, Merrie Archer, with Haitian school children from Cité Soleil at the official inauguration of the Haiti Stabilization Initiative (HSI).

Corrections

Due to an editorial error, the article "My Deployment to Liberia as an Active Response Corps Officer" in our December issue referred to the Liberian National Police's "Quick Reaction Unit." The correct designation is Emergency Response Unit, or ERU.

Please send questions and comments to:

Civilian Response 2121 Virginia Ave., NW, Suite 7100 Washington, DC 20521

StansellJW@state.gov





U.S. Department of State
Office of the Coordinator for Reconstruction & Stabilization
Washington, DC 20521

Civilian Response
Office of Strategic Communications
2121 Virginia Avenue, NW
Suite 7100
Washington, DC 20521

Internet: www.crs.state.gov